



Bill Moran <(b) (6)@gmail.com>

New Marines ad

2 messages

Christopher Servello <(b) (6)@yahoo.com>
To: Bill Moran <(b) (6)@gmail.com>

Thu, Mar 30, 2017 at 4:46 AM

<https://www.facebook.com/themighty/videos/1038111042987463/>

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)
(b) (6)

Bill Moran <(b) (6)@gmail.com>
To: Christopher Servello <(b) (6)@yahoo.com>

Thu, Mar 30, 2017 at 5:51 AM

Lots of testosterone

Sent from my iPhone
[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

CNO vide on DE

1 message

Christopher Servello (b) (6)@yahoo.com>

Wed, Mar 29, 2017 at 2:57 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6) LCDR CHINFO, N1" (b) (6) navy.mil>, (b) (6) navy.mil

Did well...faded a touch at the end, but overall one of his stronger speeches.

<https://www.facebook.com/CNORichardson/videos/770382053110190/>

Vr, Bull

CDR Chris Servello

Public Affairs Officer to CNO

Admiral John Richardson

(b) (6)

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Trump's Favorite Fighter Jet Keeps Starving Pilots of Oxygen - Bloomberg

1 message

Christopher Servello <(b) (6)@yahoo.com>

Tue, Mar 28, 2017 at 5:43 PM

To: John Richardson <(b) (6)>, Bill Moran <(b) (6)@gmail.com>, N9(b) (6)
(b) (6) OPNAV CIV OPNAV (b) (6) navy.mil>, (b) (6) navy.mil, (b) (6) navy.mil,
(b) (6) navy.mil

<https://www.bloomberg.com/politics/articles/2017-03-28/pilots-short-of-oxygen-keep-vexing-boeing-f-18-jet-trump-favors>

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Draft Webb statement

7 messages

Servello, Christopher S CDR OPNAV, N00P <(b) (6)@navy.mil> Mon, Mar 27, 2017 at 10:30 AM
To: (b) (6)@gmail.com, (b) (6)@gmail.com, "(b) (6) CNO, N00Z"
(b) (6)@navy.mil, (b) (6)@usna.edu>

Not sure if the Boss or other senior leaders will be asked for comment, but see the draft below as a start. Hope to push an updated draft to the Boss tomorrow morning. This is based on the input he gave me after this morning's standup.

VR, Bull

Draft Statement...RTQ:

(b) (5)

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6)@yahoo.com

Bill Moran <(b) (6)@gmail.com> Mon, Mar 27, 2017 at 10:36 AM
To: "(b) (6) CNO, N00Z" <(b) (6)@navy.mil>, "Servello, Christopher S CDR OPNAV, N00P"
<(b) (6)@navy.mil>, (b) (6)@usna.edu>

(b) (5)

[Quoted text hidden]

Servello, Christopher S CDR OPNAV, N00P <(b) (6)@navy.mil>

Mon, Mar 27, 2017 at 10:45 AM

To: Bill Moran <(b) (6)@gmail.com>, (b) (6) CNO, N00Z" (b) (6)@navy.mil>, (b) (6)@usna.edu>

(b) (5)

VR, Bull

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6)@yahoo.com

From: Bill Moran

Sent: Monday, March 27, 2017 10:36:53 AM

To: (b) (6) CNO, N00Z; Servello, Christopher S CDR OPNAV, N00P; (b) (6)

Subject: [Non-DoD Source] Re: Draft Webb statement

(b) (5)

On Mon, Mar 27, 2017 at 10:30 AM Servello, Christopher S CDR OPNAV, N00P

<(b) (6)@navy.mil<mailto:(b) (6)@navy.mil>> wrote:

Not sure if the Boss or other senior leaders will be asked for comment, but see the draft below as a start. Hope to push an updated draft to the Boss tomorrow morning. This is based on the input he gave me after this morning's standup.

VR, Bull

Draft Statement...RTQ:

(b) (5)

(b) (5)

CDR Chris Servello

Public Affairs Officer to the CNO

ADM John Richardson

Tel: (b) (6) (office & mobile)

(b) (6)

(b) (6) @yahoo.com<mailto:(b) (6)@yahoo.com>

(b) (6) CNO, N00Z (b) (6) navy.mil>

Mon, Mar 27, 2017 at 11:58 AM

To: Bill Moran (b) (6) @gmail.com>, "Servello, Christopher S CDR OPNAV, N00P"

<(b) (6)@navy.mil>, (b) (6) usna.edu>

(b) (5)

-----Original Message-----

From: Bill Moran [mailto:(b) (6) @gmail.com]

Sent: Monday, March 27, 2017 10:37 AM

To: (b) (6) CNO, N00Z; Servello, Christopher S CDR OPNAV, N00P; (b) (6)

Subject: [Non-DoD Source] Re: Draft Webb statement

[Quoted text hidden]

 smime.p7s
6K

Servello, Christopher S CDR OPNAV, N00P (b) (6) navy.mil>

Mon, Mar 27, 2017 at 12:07 PM

To: (b) (6) CNO, N00Z" (b) (6) navy.mil>, Bill Moran (b) (6) @gmail.com>, (b) (6) (b) (6) usna.edu>

Thx (b) (6) ...will discuss further on the flight home tomorrow.

He did ask if we have received Senator Webb's statement...wants to understand what he intends to say.

Vr, Bull

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6) @yahoo.com

Servello, Christopher S CDR OPNAV, N00P <(b) (6) @navy.mil> Mon, Mar 27, 2017 at 5:04 PM
To: (b) (6) @gmail.com" (b) (6) @gmail.com>

Are you good with this as a starting point for his edits and chops? If so, will forward to him tomorrow.

Vr, Bull

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6) @yahoo.com

Bill Moran (b) (6) @gmail.com> Mon, Mar 27, 2017 at 8:18 PM
To: "Servello, Christopher S CDR OPNAV, N00P" <(b) (6) @navy.mil>

Yes, thanks

Sent from my iPhone
[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

USNI Story

3 messages

(b) (6) LCDR OPNAV, N00P (b) (6) navy.mil>

Wed, Mar 22, 2017 at 6:17 PM

To: Bill Moran (b) (6) @gmail.com>

Cc: (b) (6) CAPT OPNAV, VCNO" (b) (6) navy.mil>, "Servello, Christopher S CDR OPNAV, N00P" (b) (6) navy.mil>

(b) (5)

Bill Moran (b) (6) @gmail.com>

Wed, Mar 22, 2017 at 6:22 PM

To: (b) (6) LCDR OPNAV, N00P" (b) (6) navy.mil>

Cc: (b) (6) CAPT OPNAV, VCNO" (b) (6) navy.mil>, "Servello, Christopher S CDR OPNAV, N00P" (b) (6) navy.mil>

(b) (5)

Servello, Christopher S CDR OPNAV, N00P (b) (6) navy.mil>

Wed, Mar 22, 2017 at 6:27 PM

To: Bill Moran (b) (6) @gmail.com> (b) (6) LCDR OPNAV, N00P"

(b) (6) navy.mil>

Cc: (b) (6) CAPT OPNAV, VCNO" (b) (6) navy.mil>

(b) (5)

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6) @yahoo.com

From: Bill Moran

Sent: Wednesday, March 22, 2017 6:22:52 PM

To: (b) (6) [REDACTED] LCDR OPNAV, N00P

Cc: (b) (6) [REDACTED] CAPT OPNAV, VCNO; Servello, Christopher S CDR OPNAV, N00P

Subject: [Non-DoD Source] Re: USNI Story

(b) (5)





Bill Moran <(b) (6)@gmail.com>

Quick hitter - BENS

1 message

(b) (6)

Thu, Mar 9, 2017 at 8:53 AM

To: ADM Bill Moran (b) (6)@gmail.com>

Cc: (b) (6)@yahoo.com" <(b) (6)@yahoo.com>, (b) (6)

(b) (6)

(b) (5)



Bill Moran (b) (6) @gmail.com>

FW: [Non-DoD Source] Pence names retired Army intel officer and insurgency expert as national security advisor

1 message

SERVELLO, CHRISTOPHER S CDR OPNAV, N00P

Wed, Jan 25, 2017 at

12:08 PM

(b) (6) @navy.mil>

To: Bill Moran (b) (6) @gmail.com>

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6) @yahoo.com

-----Original Message-----

From: (b) (6) LCDR CHINFO, OI-3

Sent: Wednesday, January 25, 2017 12:08 PM

To: Cutler, Dawn RDML CHINFO; SERVELLO, CHRISTOPHER S CDR OPNAV, N00P; (b) (6)

(b) (6) ENS CHINFO, OI-5; (b) (6) LT OPNAV, N00P; (b) (6) LT CHINFO,
OI-2 PAO; (b) (6) LT CHINFO, PAO; (b) (6) LTJG CHINFO, OI-3; (b) (6) LT
CHINFO, OI-2; (b) (6) LT CHINFO, OI-3; (b) (6) CDR OLA, LA-2; (b) (6)
(b) (6) LT CHINFO, OI-3; (b) (6) LCDR OPNAV, N00P; (b) (6) LT CHINFO, OI-3; (b) (6)
(b) (6) LT CHINFO, OI-3

Subject: FW: [Non-DoD Source] Pence names retired Army intel officer and insurgency expert as national security advisor

From: POLITICO Pro Defense Whiteboard

Sent: Wednesday, January 25, 2017 12:06:41 PM (UTC-05:00) Eastern Time (US & Canada)

To: (b) (6) LCDR CHINFO, OI-3

Subject: [Non-DoD Source] Pence names retired Army intel officer and insurgency expert as national security advisor

By Gregory Hellman

01/25/2017 12:01 PM EDT

Vice President Mike Pence today named retired Army Col. Andrea Thompson, a former intelligence officer in Afghanistan, as his national security adviser and deputy assistant to the president.

Thompson served as chief of staff of the intelligence directorate in Afghanistan, where she worked with retired Lt. Gen. Mike Flynn, President Donald Trump's national security adviser. She was also a senior staff member on the House Homeland Security and Foreign Affairs Committees.

Thompson later directed the McChrystal Group Leadership Institute, which is associated with the

consulting firm run by retired Gen. Stanley McChrystal, the former top commander in Afghanistan. She is also co-author of a book, *Achieving Victory in Iraq: Countering an Insurgency*.

"She has a deep understanding of the complex challenges that face the United States at this juncture in history and is uniquely qualified to serve in this important role," Pence said in a statement.

To view online:

<https://www.politicopro.com/defense/whiteboard/2017/01/pence-names-retired-army-intel-officer-and-insurgency-expert-as-national-security-advisor-082842> <<http://go.politicoemail.com/?qs=ee7a3b470a18ba639238165c4bd7ffe04f7c2f97e8d1dca413d488d352e07c4a412e60a75817bed1>>

Was this Pro content helpful? Tell us what you think in one click.

Yes, <<http://go.politicoemail.com/?qs=ee7a3b470a18ba63870526b1c4c159f7e4a17c06c17bc345d44e4f542e865d6e839e1fbb583b2ed9>>

Yes, very <https://www.politicopro.com/_voting?optionIndex=4&action=vote&contentId=00000159-d672-dc1f-a37d-de7f9dd50000&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=00000159-d692-d723-a35b-de9add5f0000&signature=3ad358fa74122b5178ce80baac68d666b936f8fd80db9b0e30970ec0e44a31b2fb9e285c60ff565f49bc721eff035c24b49d5ba01670f16053cddb85e1a66e2>

Somewhat <<http://go.politicoemail.com/?qs=ee7a3b470a18ba6340e07e26b08d02e76ab14ceddfe6fb13741a627ccd8c9c4a9ba23f5b0944a5>>

Somewhat <https://www.politicopro.com/_voting?optionIndex=3&action=vote&contentId=00000159-d672-dc1f-a37d-de7f9dd50000&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=00000159-d692-d723-a35b-de9add5f0000&signature=3ad358fa74122b5178ce80baac68d666b936f8fd80db9b0e30970ec0e44a31b2fb9e285c60ff565f49bc721eff035c24b49d5ba01670f16053cddb85e1a66e2>

Neutral <<http://go.politicoemail.com/?qs=ee7a3b470a18ba63f388753e84787371a1bd8f45cfceb66e9f7c2097385403c81a647d44075046d8>>

Neutral <https://www.politicopro.com/_voting?optionIndex=2&action=vote&contentId=00000159-d672-dc1f-a37d-de7f9dd50000&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=00000159-d692-d723-a35b-de9add5f0000&signature=3ad358fa74122b5178ce80baac68d666b936f8fd80db9b0e30970ec0e44a31b2fb9e285c60ff565f49bc721eff035c24b49d5ba01670f16053cddb85e1a66e2>

Not <<http://go.politicoemail.com/?qs=ee7a3b470a18ba6371b76f0dfbaa418e9132885375d82ad7f4352473cbe699bd9335da9f757453f0>>

Not really <https://www.politicopro.com/_voting?optionIndex=1&action=vote&contentId=00000159-d672-dc1f-a37d-de7f9dd50000&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=00000159-d692-d723-a35b-de9add5f0000&signature=3ad358fa74122b5178ce80baac68d666b936f8fd80db9b0e30970ec0e44a31b2fb9e285c60ff565f49bc721eff035c24b49d5ba01670f16053cddb85e1a66e2>

Not <<http://go.politicoemail.com/?qs=ee7a3b470a18ba63f81ab41d46ef95c9247a98630352e395eb9938f665b2833ae0b7d31f168b8445>>

Not at all <https://www.politicopro.com/_voting?optionIndex=0&action=vote&contentId=00000159-d672-dc1f-a37d-de7f9dd50000&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=00000159-d692-d723-a35b-de9add5f0000&signature=3ad358fa74122b5178ce80baac68d666b936f8fd80db9b0e30970ec0e44a31b2fb9e285c60ff565f49bc721eff035c24b49d5ba01670f16053cddb85e1a66e2>

<<http://click.politicoemail.com/open.aspx?ffcb10-fe861271736c0c797d-fde911737360037f7c10767d-fe9115737262077c7c-fecb11757666007c-fe1b13717c6205757c1077-fefa1777716403>> You received this POLITICO Pro content because your customized settings include: tags: Defense: White House, Defense: Executive Branch, Defense: Afghanistan, Defense: House Committee On Foreign Affairs, Defense: Iraq, Defense: ISIL, Defense: Pentagon, Defense: Congress. To change your alert settings, please go to <https://www.politicopro.com/settings>
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1000 Wilson Blvd. Arlington, VA, 22209, USA

<http://click.politicoemail.com/profile_center.aspx?qs=03c20853b8eb2112708eece14dc359dc44aefb329c3b5600bec78736de715ccd9c3f45e10684bbacf86376feae2a8196a55c2a190be7a80eb96065eac84e47db193c83bf8d2367f4>

 **smime.p7s**
6K



Bill Moran (b) (6) @gmail.com>

How China rules the waves — FT.com

3 messages

Christopher Servello <(b) (6)@yahoo.com>

Sat, Jan 14, 2017 at 8:35 PM

To: John Richardson (b) (6)

Cc: Bill Moran <(b) (6)@gmail.com> (b) (6)

(b) (6) navy.mil, (b) (6) navy.mil

Very good roll up...

FT investigation: Beijing has spent billions expanding its ports network to secure sea lanes and establish itself as a maritime power

<https://ig.ft.com/sites/china-ports/>

(b) (6)

Vr, Bull

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)

Christopher Servello (b) (6)@yahoo.com>

Sun, Jan 15, 2017 at 11:35 AM

To: John Richardson (b) (6), John Richardson (b) (6) navy.mil>

Cc: Bill Moran (b) (6)@gmail.com> (b) (6) (b) (6)

(b) (6) navy.mil, (b) (6) navy.mil

This one doesn't require login...although FT graphics are worth a look.

<http://www.afr.com/news/world/asia/how-china-is-building-up-its-naval-and-shipbuilding-capability-to-rule-the-waves-20170114-gtrmxf>

Vr, Bull

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)

[Quoted text hidden]

John Richardson (b) (6)

Sun, Jan 15, 2017 at 12:17 PM

To: Christopher Servello (b) (6)@yahoo.com>

Cc: John Richardson (b) (6) navy.mil>, Bill Moran (b) (6)@gmail.com> (b) (6)

(b) (6) (b) (6) navy.mil, (b) (6) navy.mil

Got it - thanks!

Sent from my iPhone

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

FW: SECNAV parade remarks

1 message

SERVELLO, CHRISTOPHER S CDR OPNAV, N00P

Mon, Jan 9, 2017 at 8:11

AM

(b) (6) @navy.mil>

To: Bill Moran (b) (6) @gmail.com>

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
@ (b) (6)
(b) (6) @yahoo.com

2 attachments

 **SNfarewellceremonyspeech.docx**
28K

 **smime.p7s**
6K

Thank you Admiral Richardson, General Neller, Admiral Greenert, Lynne, Elizabeth, Kate and Anne. Thank you all for being here on this chilly January morning – I appreciate it more than you can ever know.

Almost eight years ago, I re-entered this service, sworn in as the 75th Secretary of the Navy, 37 years after departing my last duty station, USS Little Rock. During my time in this storied and historic post, which is almost as old as the United States itself, the days have been long but the years have been short.

I cannot image a better position – or one where the stakes are higher--for our Sailors and Marines, for your families, for our nation.

This assignment is a high privilege but also a solemn responsibility to those who stand the watch protecting the land they love and to their loved ones and to the civilians who support and sustain them. Every decision I've made, every action I've taken, has been guided by one goal: strengthen the Navy and Marines to strengthen our national security.

When I took office, our fleet was shrunken and our economy was in shambles. Too soon would we face sequestration and a government shutdown. Oil dependency and price and supply shocks threatened operations and training and were literally costing us lives; defective laws and antiquated personnel policies limited our ability to attract and retain America's most talented young people. All of this was happening even as an increasingly complex and challenge world imposed ever-increasing demands our naval forces.

But today I can say this: despite all the obstacles, because of the work, the dedication and commitment of Sailors, Marines and civilians, our Navy and Marine Corps are far more capable, far better equipped, to meet and master any event that comes over the horizon than the force that existed on the day in 2009 when I was sworn in. The Navy and Marine Corps are undeniably and significantly different today than they were then, and they are also undeniably and significantly stronger.

We are America's away team, a constant presence around the globe. Presence – around the globe, around the clock – is what makes the Navy Marine Corps team unique and what gives America an unrivaled advantage – on, above, beneath, and from the sea – fostering stability and keeping the peace; assuring that sea lanes remain open and reassuring allies near and far; deterring adversaries and delivering the widest range of options in times of crisis.

Eight years ago, to do all the nation has entrusted to us we had urgent imperatives – to reverse the decline in the fleet and make it fit for the 21st century; to change the way we consumed energy in a world where the old ways were wasteful and unsustainable; and to make our forces more powerful and more resilient for dangers less and less predictable.

There are consequences to a reduced fleet: because we lacked enough ships, we had hard choices about which Combat Commander to support; because we lacked enough ships, our deployments were coming quicker and becoming longer and much more uncertain, because we lacked enough ships, they could not stay long enough in the yards between deployments and they were wearing out and breaking down. Because we lacked enough ships, the Navy and Marine

Corps could not do everything America expects of us – from high-end combat to irregular warfare to safeguarding freedom of navigation and providing humanitarian assistance and disaster relief. And doing all this all around the world and all around the clock.

In 2001, the Navy counted 316 ships. By 2008, after one of the greatest military build-ups in our history, we were down to 278. During those seven years, only 41 ships were contracted – not enough to keep the fleet from continued decline and not enough to keep our shipyards going.

So we not only needed many more ships; we had to get them with much less money. In the last seven years, by taking some basic business decisions, the cost of every type of ship has been dramatically driven down and the number of ships under contract has more than doubled from 41 to 86.

It takes a long time to rebuild a fleet. With the commitments of the last eight years, we've turned the trend of the previous decade and the size of the fleet will reach 300 ships by 2019 and 308 by 2021. The ships we are building now will determine the fleet size years into the future. If you miss a year building ships, the neglect cannot be made up. If years are missed, if not enough ships are built, year in and year out, the impact will be felt for decades.

For a military force, energy is both a weapon and a vulnerability. It can constitute a combat edge – or a weakness which can be exploited.

The Navy has understood the central role of energy and has been a leader in innovation for more than two centuries – moving from sail to coal and from coal to oil and then pioneering the use of nuclear propulsion. Every time the Navy changed types of energy or the way energy was used, there were critics who defended the status quo, arguing that we were giving up something free – the wind – for something that cost money – coal; or that we were abandoning a huge infrastructure – worldwide coaling stations – for oil; or that there was no way nuclear power could be made small enough or safe enough to be put on submarines. Every time, the Navy held firm and made the shift because it gave us an edge that made us a better instrument of national defense.

In 2009 we were at a new point of energy vulnerability and again change was essential. As I took office, the price of oil was at \$140 per barrel and, early in my tenure, the Navy was presented with over \$2 billion in unbudgeted fuel cost increases. We were forced to choose between operations and training and, most crucially, we were losing a Marine, killed or wounded, for every 50 convoys of fuel we brought into Afghanistan. That was unacceptable.

I set ambitious goals for Navy energy; the most far-reaching and fundamental was that by no later than 2020, at least half of all Navy and Marine Corps energy would come from non-fossil fuel sources. We achieved the shore part in 2015 – five years early – and now get 60 percent of energy on our bases from alternatives. We are moving to microgrids, so that even if something happens to the grid, we can still perform our vital military functions. At sea we are at about 35 percent alternatives – of which half is nuclear – and are on track to reach our goal by 2020.

We're making energy where we are, so there is no need for resupply. Giving a company of Marines small, rollable solar panels to power radios and GPSs saves that company 700 pounds of batteries that they don't have to carry and never need to replace. Some SEAL teams are near net zero in water and power, using solar and wind for power and to purify water, so they can stay in the field far longer.

We're being far more efficient in using power as well. Just by changing the light bulbs to LEDs, a destroyer saves 20,000 gallons of fuel a year. Because of all this, oil usage is down 15 percent in the Navy and 60 percent in the Marines.

Tactically, our Marines and SEALs are decisively more mobile and can operate far longer without dangerous re-supply of fuel; by getting rid of generators, they can hear when danger is coming; our ships are staying on station longer; our bases are more adaptable and more secure.

Economically, even with the presently low price of oil, we are saving money on energy; for the first time we have competition in liquid fuels; we are more insulated from price and supply shocks, and there is a whole new income stream for American farmers and small businesses.

Strategically, we are no longer so dependent on nations that may not have our best interests at heart, and we have many more options. In Singapore there is an oil refinery owned by the Chinese. Just down the road there is a biofuel refinery owned by the Finns. We need options so we do not have to rely on the Chinese for fuel for our Navy, particularly in the western Pacific. And we, and our allies, are not nearly as vulnerable to energy threats from adversaries like Russia.

At the same time, we cannot ignore the effects of climate change. This is not just a national issue; it is a grave national security issue. As new routes open amid the melting Arctic ice, as sea levels rise, as storms increase in intensity, the Navy and Marine Corps face new and critical tests. If we fail to act on climate change, instability around the globe will inevitably intensify and even our bases will be at risk of being lost.

I speak of this not to advance some sort of "green" agenda, but because it is indispensable to a 21st century military. A modern energy revolution, a strategic resolve to respond to climate change, can transform how we fight and gives us a combat edge. This is now the new normal in the Navy and Marines. Going back to the way we operated before would be equivalent to stopping the use of nuclear or returning to sails. Going back would mean sacrificing a significant advantage, rendering our forces more vulnerable and needlessly risking the lives of Sailors and Marines.

Today, we have the finest force in our history. The Sailors of today are rightful heirs to those that defeated the world's pre-eminent naval power at sea in the War of 1812, to those who fought at Mobile Bay and Manila, to those who won the battle of the Atlantic in World War I, to those who prevailed at Midway, manned Yankee Station and provided combat air over Afghanistan and Iraq. The Marines of today are rightful heirs to those who fought at Tripoli, Chapultepec, Belleau Wood, Iwo Jima, Chosin, Hue, Kuwait, Fallujah and Helmand.

Ours is also an all-volunteer force in a country where three of four Americans between 18 and 24 do not qualify for military service. It is also a force stressed by a decade and half of war, longer and more unpredictable deployments, and, because of endless budget fights, uncertainty about the future. It is a force at risk because of the crime of sexual assault and the tragedy of suicide.

This is a force composed of the brave and the talented who value service to country over comfort and safety and ease and financial reward. Because you are our best, we have to do our best for you. So we have made careers more flexible and rewarding by creating opportunities for promotion based more on merit and less on time, opportunities to acquire new skills and education, and to take a break from the military for family reasons or to work in private industry. We have tried to make sure people are never forced to choose between service and family by tripling paid maternity leave, expanding child care by two hours in the morning and evening, and adopting two military spouses co-location programs.

We have been aggressive in attacking sexual assault and are seeing improvements there and we are pursuing suicide prevention from the deckplates to senior leadership. We have changed and improved physical standards and diets and ended the symbolic segregation of women by standardizing uniforms for everyone.

The reason I've traveled so much is to see Sailors and Marines where they're deployed, to shake their hands, to look them in the eye, to listen and answer their questions and explain the reasons for the decisions I've made. And I've done this, in the words of the Marine Hymn, "in every clime and place": at every Marine forward operating base in Helmand Province Afghanistan during my dozen visits there; on every type of ship and at virtually every base around the world.

As a wartime Secretary, the first thing I do each morning and the thing that takes priority throughout the day are casualty reports. These are not statistics. These are men and women who volunteered, who raised their hand and said "send me," knowing the risks yet willing to take them, each with family and friends, and, when lost, each leaves voids that will never be fully closed. Every loss is personal – and not just for comrades in combat. This is a dangerous business that these special daughters and sons undertake every day – whether in battle or operations or training.

In his book, *Lords of the Sea*, John Hale describes a dynamic linkage between the Athenian Navy and Athenian democracy. The Navy that defeated a Persian force four times larger at Salamis was powered by ordinary Athenian citizens and commanded by officers of their choosing. When those citizens came home from sea to the Athens they had saved, they demanded a full say in its future, and established a democracy which flourished for centuries.

In ancient Athens where there was no difference between those being defended and those doing the defending, so too in our democracy there cannot be too much distance between those who fight and those they fight for. The protecting force must be reflective of the nation being protected.

A diverse force is a stronger force. Not diversity for diversity's sake, but diversity in background, experience and perspective. A force too alike in its thinking becomes predictable and a predictable force is a defeatable force.

So we have ended arbitrary and ultimately self-defeating restrictions on who can serve and in what capacity. We've set high, job specific standards for every Navy and Marine Corps position. We will not relax these standards for any group or reason. Once you set this standard, then things like race, who you love, where you come from, what your gender or identity is all become irrelevant. The only thing that matters is whether the person doing the job has proven that they can do the job.

Our Navy and Marine Corps will continue to be the world's most formidable and lethal expeditionary fighting force in the world and in history if the only qualification to serve is to be qualified to serve.

In 2011, soon after the repeal of "Don't Ask, Don't Tell," I was in Manas, Kyrgyzstan, at our base there where nearly everyone coming into or returning from Afghanistan passed through. After an all-hands call with about 800 Sailors and Marines, a Navy First Class Petty Officer, who had just finished his third combat deployment with the Marines, came up to me afterwards and said he wanted to thank me for pushing for the repeal. He is gay and said he had been scared for years that he would be found out and kicked out of the service he loved. Imagine, here was someone who had done three combat tours, risking his life time after time to come to the aid of wounded Marines, and yet his biggest fear was that he would be removed from the Navy for being gay. How wrong is that?

When Marines and Sailors are doing their jobs, they're usually a long way from home and the American people don't get a chance to see just how hard the things we expect them to do every day are and just how good they are at doing them. At the start I decided that one of my most important responsibilities is to make sure the Navy and Marine Corps are closely connected to the American people. I've tried to do this in many ways: visiting all 50 states to thank Americans for their support; bringing back NROTC at Harvard, Yale, Princeton and Columbia after an absence of 40 years; establishing NROTC programs at Rutgers and Arizona State, the most diverse campuses in the country.

And I've sought to do this in exercising the duty and privilege of naming ships. That is why I've named ships after nine Medal of Honor and two Navy Cross Recipients, people like John Basilone, Lewis Wilson, John Flynn, Woody Williams, and Jack Lucas from World War II, Lenah Higbee from World War I, Thomas Hudner from Korea, Barney Barnum – who is here today – and Ralph Johnson from Vietnam, Raphael Peralta from Iraq – individuals who fought, and in many cases died, for American values.

It is equally important to honor the values themselves. That is why, in accordance with the longstanding naval tradition of naming support ships for civilians, I have named ships in honor of civil rights and human rights leaders like Medgar Evers, Cesar Chavez, John Lewis, Harvey Milk, Lucy Stone and Sojourner Truth – Americans who also fought, and in some cases died, pursuing our most sacred values of justice, equality and freedom.

The memories I leave with I will carry with me until the end of my days.

Incredibly happy memories: meeting in the Fleet the sons and daughters – and grandchildren – of friends of long ago; being on the sidelines of Navy football games with players who, very soon, would be turning pro in defense of our country; eating ice cream with Sailors and Marines in every corner of the world, shaking the hands of almost 9,000 graduates at eight Naval Academy commencements;

Moving memories: At a Forward Operating Base in Afghanistan, meeting Marines coming in from a firefight, drenched in sweat despite the freezing weather. At Bethesda, visiting warriors with grievous wounds, but no bitterness or regret. Serving and then sitting and eating meals at Camp Leatherneck and onboard ships at sea with Marines and Sailors who would immediately report to their duties and return to the fight. Learning that the mission had been a success and that Osama bin Laden was dead.

Painful memories: hand-writing condolence letters to the families of the fallen, especially those written to children; being at Dover for dignified and heart-breaking transfers and being with one grieving family or many, as I was when we lost 22 SEALs and enablers, five Army and three Air Force comrades, and eight Afghan allies.

Poignant memories: Being at Pearl Harbor and Iwo Jima for the seventieth anniversary of each of those battles and listening to the stories of the dwindling ranks of survivors; talking with one of the last crewmen still alive who was aboard the USS Indianapolis when it sank; helping families reconnect with their ancestors by recovering long lost service records; listening to Thomas Hudner talking about trying so hard but unsuccessfully to save his wingman, Jess Brown, the Navy's first African American aviator.

Personal memories: skydiving with the SEALs, standing on both poles, transiting the straits of Magellan and Malacca and the Panama and Suez canals, experiencing a very small part of Marine pre-deployment training, being given a horse in Mongolia and being made an honorary Chief Petty Officer, landing on a carrier and being catapulted off in the back seat of an F-18, flying at more than the speed of sound in a Growler on 100% biofuels, being "Agent Ray" on the TV show NCIS, throwing out the first pitch in all 30 major league stadiums, being underway for five days on a submarine.

I have been incredibly fortunate in my life, from the parents I had, to the family I cherish, to the friends I hold so dear, to the positions of responsibility I have been entrusted with. But I have never been so honored, so inspired and so encouraged about America's future as I have been in this job, standing side by side with women and men who are willing to sacrifice everything to defend everything America stands for.

My first and only hero was my father. He lived in a town of one thousand people, owned a hardware store with his brother and was a tree farmer. He is buried less than three miles from

where he was born. Like the Navy and Marines, tree farming requires a long time horizon and an abiding belief in the future. In the last year of his life, my father never cut a single tree, but he planted thousands. He planted trees even though he knew he would never benefit in any way. He planted them as an act of hope and faith. His hope was for future generations, including grandchildren – here today – he would never meet. His faith was in a country that had lifted him and his family and had, itself, provided so much hope for the rest of the world.

The work we do for the future of the Corps and the Navy is equally an act of hope and faith. Hope and faith in the ongoing journey of this country and the generations to come who will be in its service.

The sadness I feel at departing at the end of this Administration is matched in much greater measure by pride in the accomplishments we have made together during my second tour of duty. I am absolutely convinced that our Navy and Marine Corps are positioned for a future as noble and brilliant as their past.

Today's Navy and Marine Corps are not only the best in the world, they are the best the world has ever known.

From and to the Navy: Semper Fortis. Always Courageous

From and to the Marines: Semper Fidelis, Always Faithful

And at this leave-taking, to all who serve: Semper Tecum. I will always be with you.



Bill Moran <(b) (6) @gmail.com>

FW: [Non-DoD Source] Opinion: Want a better Navy? Try Fixing the Little Things

1 message

Moran, William F ADM, OPNAV, VCNO (b) (6) navy.mil>
To: (b) (6) @gmail.com" <(b) (6) @gmail.com>

Thu, Dec 15, 2016 at 1:25 PM

-----Original Message-----

From: Christopher Servello [mailto:(b) (6) @yahoo.com]

Sent: Wednesday, December 14, 2016 5:57 PM

To: Richardson, John M ADM CNO

Cc: Moran, William F ADM, OPNAV, VCNO; (b) (6) CNO, N00Z; (b) (6) CAPT
OPNAV, N00; (b) (6) CAPT; (b) (6) LCDR OPNAV, N00P

Subject: [Non-DoD Source] Opinion: Want a better Navy? Try Fixing the Little Things

<https://news.usni.org/2016/12/14/opinion-want-a-better-navy-fixing-the-little-things-can-make-a-big-difference>

Vr, Bull

CDR Chris Servello

Public Affairs Officer to CNO

Admiral John Richardson

(b) (6)

(b) (6)

 smime.p7s
6K



Bill Moran (b) (6) @gmail.com>

One-pager

21 messages

Bill Moran <(b) (6) @gmail.com>
To: William Moran <(b) (6) navy.edu>

Sun, Jun 2, 2019 at 1:36 PM

 CNO-32 Core One Pager (4 star readahead).docx
62K

William Moran <(b) (6) navy.edu>
To: Robert Burke <(b) (6) navy.edu>, Small Group Distro <(b) (6) navy.mil>
Cc: Bill Moran <(b) (6) @gmail.com>

Sun, Jun 2, 2019 at 1:43 PM

Team, here's my latest draft of the one pager we discussed sending to the 4 stars in advance of NPS. Appreciate your thoughts. Reminder - this is to set the table for discussion of SWOT analysis in order to find common ground and aligned thinking about priorities over the next 4 years that leaves our successors with a Navy we can be proud of and meets the challenges and threats we see on the horizon. Thanks, hope you are all having a terrific weekend! Bill

 CNO-32 Core One Pager (4 star readahead).docx
62K

Bill Moran <(b) (6) @gmail.com>

Sun, Jun 2, 2019 at 1:46 PM

To: (b) (6) <(b) (6) navy.edu>, (b) (6) <(b) (6) >, (b) (6) <(b) (6) >, (b) (6) <(b) (6) >, (b) (6) <(b) (6) >, (b) (6) <(b) (6) >
(b) (6)

Was hard for me to tell if the group email to your .edu accounts went through - please acknowledge receipt on that account if it made it to you...otherwise, here's what I just sent out. R, Bill

[Quoted text hidden]

 CNO-32 Core One Pager (4 star readahead).docx
62K

(b) (6) <(b) (6) navy.edu>
To: Bill Moran <(b) (6) @gmail.com>

Sun, Jun 2, 2019 at 1:55 PM

Admiral,

Got this email, but not a second one to the small group Distributrice.

Will troubleshoot with ITC.

V/r,
(b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>
To: (b) (6)@navy.edu>

Sun, Jun 2, 2019 at 2:04 PM

thanks (b) (6) - please forward to anyone I might have missed...feel free to share with Pinky and the Brain as well as (b) (6) to their private email and not to be shared elsewhere. Bill

[Quoted text hidden]

Bill Moran (b) (6)@gmail.com>
To: Chris Servello <(b) (6)>

Sun, Jun 2, 2019 at 3:18 PM

good talk this morning, thanks...just for SA and comment if you like - attached is a shortened version (one pager) that I will share with the 4 stars ahead of time to kick off the discussion - (b) (5)

(b) (5)

(b) (5) Am drafting previously edited longer version based on this document with more explicit call out on priorities and plan. Bill



CNO-32 Core One Pager (4 star readahead).docx
62K

Chris Servello <(b) (6)>
To: Bill Moran <(b) (6)@gmail.com>

Sun, Jun 2, 2019 at 5:26 PM

I was noodling and then stopped myself...this is a good intro doc to get 4-stars moving in the right direction and to build buy-in.

(b) (5)

How you do that will be enlightening for them and will cement for them, that YOU are truly ready for the watch.

Vr, Bull

Chris Servello
(b) (6)

On Jun 2, 2019, at 3:18 PM, Bill Moran <(b) (6)@gmail.com> wrote:

good talk this morning, thanks...just for SA and comment if you like - attached is a shortened version (one pager) that I will share with the 4 stars ahead of time to kick off the discussion - seeds of the three priorities are woven in here, but they do not get called out explicitly so that they don't show up thinking it's all predetermined. Am drafting previously edited longer version based on this document with more explicit call out on priorities and plan. Bill

<CNO-32 Core One Pager (4 star readahead).docx>

(b) (6) (b) (6) Sun, Jun 2, 2019 at 8:26 PM
Reply-To: (b) (6) (b) (6)
To: Bill Moran (b) (6) @gmail.com>, (b) (6) (b) (6)
(b) (6) (b) (6) navy.edu>, (b) (6) (b) (6)
(b) (6) (b) (6) Robert Burke (b) (6) navy.edu>

Admiral,

My thoughts attached. To me it made sense to slightly modify the logic flow. I also tried to tighten up the purpose some, and use it to draw a thread through the document a bit more explicitly. VR

(b) (6)

[Quoted text hidden]

 CNO-32 Core One Pager (4 star readahead)ML.docx
488K

(b) (6) (b) (6) Sun, Jun 2, 2019 at 8:26 PM
Reply-To: (b) (6) (b) (6)
To: Bill Moran (b) (6) @gmail.com>

Quick question about whether you want to also include (b) (6) in these - I think he welcomes being able to pitch in.... VR

(b) (6)

On June 2, 2019 at 1:46 PM Bill Moran (b) (6) @gmail.com> wrote:

[Quoted text hidden]

(b) (6) (b) (6) Sun, Jun 2, 2019 at 8:30 PM
To: Bill Moran (b) (6) @gmail.com>

Sir,

My .edu account will be set up on Tuesday, according to (b) (6) and team.

I've got the paper and will share comments with the small group.

Re: weekend, was really great... tons of fam time and a bit of mind wrestling with 3x3x3 matrix. Got a PT break tomorrow - biking A1A with (b) (6) We'll see if he can take the FL heat!!

(b) (6)

[Quoted text hidden]

[Quoted text hidden]

Bill Moran <(b) (6) @gmail.com>

Sun, Jun 2, 2019 at 8:40 PM

To: (b) (6)

we're thinking alike, I asked (b) (6) to add him earlier today, thanks for the back-up

[Quoted text hidden]

Bill Moran <(b) (6) @gmail.com>

Sun, Jun 2, 2019 at 8:47 PM

To: (b) (6)

Cc: (b) (6)

<(b) (6) @navy.edu>, (b) (6)

(b) (6)

(b) (6)

(b) (6)

<(b) (6) @navy.edu>

(b) (6)

Robert Burke

I like many of these suggestions...others please spin off (b) (6) mark-ups.

(b) (6) when is our next team session?

Thanks, Bill

On Sun, Jun 2, 2019 at 8:26 PM (b) (6)

wrote:

[Quoted text hidden]

(b) (6)

Sun, Jun 2, 2019 at 8:52 PM

To: Bill Moran <(b) (6) @gmail.com>

Cc: (b) (6)

<(b) (6) @navy.edu>, (b) (6)

(b) (6)

(b) (6)

(b) (6)

<(b) (6) @navy.edu>

(b) (6)

Robert Burke

And... sorry, i was thinking more about the sentence that says there's no plan (which I recommended deleting). I don't know if you're comfortable with this, but I would argue that you have a new strategy and a developing set of concepts, and the challenge is to align the culture and resources as rapidly as possible with those. Or something like that. To me, the Strategy and DMO are the basic azimuth - if that's the case, then I think you could say (when you get there) that accelerating along that azimuth requires your three priorities. VR

(b) (6)

Sent from my iPad

[Quoted text hidden]

(b) (6) navy.edu>

Sun, Jun 2, 2019 at 8:52 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6) (b) (6) (b) (6) (b) (6) (b) (6) Robert
Burke (b) (6) navy.edu>

Admiral,

We are scheduled to meet Thursday, June 6th.

V/r,

(b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>

Sun, Jun 2, 2019 at 8:59 PM

To: (b) (6) navy.edu>

Cc: (b) (6) (b) (6) (b) (6) (b) (6) (b) (6) Robert
Burke <(b) (6) navy.edu>

copy...

and for everyone's SA, slight change in leave plans....after I get back from
Monterey on Sunday or Monday the 23rd or 24th, (b) (6)

(b) (6) for the remainder of that week (b) (6) I will
be back to DC on Sunday the 30th and will start the transition to WLO on the
following Monday (1 July).

r, Bill

[Quoted text hidden]

(b) (6) (b) (6)

Mon, Jun 3, 2019 at 8:52 AM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6) (b) (6) (b) (6) navy.edu> (b) (6)
(b) (6) (b) (6) Robert Burke
(b) (6) navy.edu>

Team:

Here's a few thoughts which may tighten up the message. These were motivated by the specific audience
— what do they need to read? What do they need to hear?

Confession: this version is 2 lines over the one-page limit.

Cc: (b) (6) navy.edu>, Bill Moran (b) (6) @gmail.com>, (b) (6)
(b) (6) (b) (6) (b) (6) (b) (6)
(b) (6) (b) (6)

Admiral,

This all seems solid to me, but it seems to focus only on sailors. Not sure if that was the intent, but my conception of this pillar (perhaps mistakenly) was that it was broader - to include enterprise iteration and advancement. We talked a bit today about whether the pillar is intended to focus on warfightING (of which people/culture would be an essential part) or warfightERS. I think the N7 construct encompasses the former, if that's the intention of the pillar, but if the goal is to focus on people, then I think this captures that gist.

VR

(b) (6)

Sent from my iPad

[Quoted text hidden]

<Developing Warfighters - 4 June Draft.docx>

(b) (6) (b) (6) Wed, Jun 5, 2019 at 1:26 PM
To: Robert Burke (b) (6) navy.edu>, (b) (6) @navy.edu>
Cc: Bill Moran (b) (6) @gmail.com>, (b) (6) (b) (6)
(b) (6) (b) (6) (b) (6)
(b) (6)

Team,

Note: I've read (b) (6) comments, but was already editing to find a bit of brevity and offer some thoughts on crisp wording ... so this version doesn't extend the audience beyond Sailors (directly at least, but I think most civilians and non-military of all kind will understand that they are not typically included in warfighters, except in a few instances), nor does it address her good point about concise purpose statements.

All told, I've just noticed that I offered a good number of potential edits.

If these thoughts are worth the time and effort, am happy to coordinate with anyone to help adjudicate the changes. Or I can sit down and wait for the team to mull these over and let me know how I can contribute to our teams' goal to create a final doc -- or at least a doc for M4 to consider.

As a recommended next step, would it be advisable to work with ADM Burke to see which suggested changes resonate with him (thus, can be accepted) and which deserve a quick discussion? Goal could be to build a final draft before 0830 Small Group meeting tomorrow.

Standing by, and

Sincerely,



Bill Moran (b) (6) @gmail.com>

Fwd: Reminder

2 messages

Chris Servello (b) (6)
To: Bill Moran <(b) (6) @gmail.com>

Sun, May 19, 2019 at 2:12 PM

Who said something to you?

Chris Servello

(b) (6)

(b) (6)

Begin forwarded message:

From: (b) (6)

Date: May 19, 2019 at 2:05:29 PM EDT

To: (b) (6) (b) (6) (b) (6)

Chris Servello (b) (6)

(b) (6)

Subject: Reminder

Team,

Gentle reminder at M4's request. He's not ready to take aspects of the vision or the 3X3X3 outside our small group at this time. He was surprised to have it come out from an unexpected source from outside our small circle. I told him I'd pass on the message that intent hasn't changed and he'd like to keep discussions among us for now in terms of priorities for the future.

V/r.

(b) (6)

Chris Servello (b) (6)

To: (b) (6)

Cc: (b) (6)

Sun, May 19, 2019 at 2:59 PM

That was me...she reached out and asked for some context on the type of strategy he was working. I shared the broad aspects of the rubric.

Chris Servello

(b) (6)

(b) (6)

On May 19, 2019, at 2:45 PM, (b) (6) wrote:

(b) (6) She wrote about the 3x3x3 in her proposal EA emailed out.

On Sun, May 19, 2019 at 2:44 PM Chris Servello (b) (6) wrote:
Do you know who he heard from?



Bill Moran (b) (6) @gmail.com>

Bill, hope you are well. This a harsh piece but worth a read. The JCS will have an important role to play.

4 messages

(b) (6) (b) (6)
To: Bill Moran (b) (6) @gmail.com>
Cc: (b) (6)

Wed, May 15, 2019 at 7:56 AM

A General with a Bias for Action

lobelog.com/a-general-with-a-bias-for-action/

GuestMay 14, 2019

by Andrew J. Bacevich

In late March, General Kenneth McKenzie became the twenty-fourth commander of CENTCOM (more formally known as United States Central Command). On May 8, at an event sponsored by the Institute for the Perpetuation of War and the Promotion of Regime Change, more formally known as the Foundation for the Defense of Democracies (FDD), he outlined his plans for building on the legacy of his 23 predecessors. None of those predecessors, it should be acknowledged, succeeded in accomplishing his assigned mission. Nor, I'm willing to bet, will he.

The essence of that mission, according to General McKenzie himself, is to promote stability. "A stable Middle East underpins a stable world," he announced, and "our steady commitment to our allies and partners provides a force for stability." As to how the region became unstable in the first place, he offers no opinion, leaving listeners with the impression that previous exertions by CENTCOM forces in invading, occupying, bombing, and otherwise spilling blood throughout his Area of Responsibility (AOR) had nothing to do with the absence of stability existing there today.

At any rate, General McKenzie is not inclined to bother with the past. His focus is on the future. "I've always tried to have a bias for action," he told his listeners.

Now let me say for the record that this is exactly the attitude the United States wants to have in its battalion commanders and perhaps in its fighter pilots as well. Yet, given the events that have occurred over the past several decades as a direct or indirect result of U.S. military interventions across much of the Greater Middle East, mark me down as preferring senior commanders with a bias for careful reflection and perhaps even for critically examining how the United States got where it is.

The new CENTCOM commander exhibits no such inclinations. Indeed, one of the reasons he admires the FDD is that it doesn't consist of "a group of luminaries just sitting around admiring the problem set." No, FDD attracts "people that make things happen." Those are his kind of people.

To be removed from the list, send any message to:
iran.strategy-unsubscribe@lists.ploughshares.org

2 attachments

 **image001.png**
1K

 **image001.png**
1K

Bill Moran (b) (6) @gmail.com>

Wed, May 15, 2019 at 8:32 AM

To: (b) (6) (b) (6)

Cc: (b) (6)

thanks for this (b) (6) love the GW quote at the end!!

[Quoted text hidden]

Bill Moran (b) (6) @gmail.com>

Wed, May 15, 2019 at 8:49 AM

To: (b) (6) Chris Servello (b) (6)

(b) (6) you are far better at this than I am...how would you turn the GW quote at the bottom into modern day plain English? Hope you had a restful night and feeling better...if not get to the doctor (that's an order! ;)) Bill

[Quoted text hidden]

2 attachments

 **image001.png**
1K

 **image001.png**
1K

(b) (6)

Wed, May 15, 2019 at 9:29 AM

To: Bill Moran (b) (6) @gmail.com>

Cc: Chris Servello (b) (6)

Hi Boss, I did execute your orders! Went to the doc last night, (b) (6)

(b) (6)

For this terrific GW quote - as you know Washington used to pass around important letters and pieces like this to his trusted "family" to help write and patch together (Hamilton, etc) - by the way, good technique, think have seen this before recently ;-) - thus in the era of ink and quill, the order of "create clarity" sometimes suffered. But timeless in meaning.

GW's earlier point was that our new nation needed time to build and grow without wasting precious energies on the never-ending tumult in Europe. Thus he cautioned his fellow citizens to stay out of international alliances that usually pull a people into wars and loss. As the world's first democratic Republic, situated on a relative island and not beholden to the royal houses of Europe, we were at the same time vulnerable to those pressures and free to stay clear of them.



Bill Moran <(b) (6) @gmail.com>

Session prep

2 messages

Chris Servello (b) (6)

Mon, May 13, 2019 at 6:29 AM

To: Bill Moran (b) (6) @gmail.com>

Cc: (b) (6)

Boss, to help with tonight's discussion, we put together the following resources for review and discussion.

(b) (5)



Bill Moran (b) (6) @gmail.com>

From (b) (6)

2 messages

(b) (6)

Mon, May 13, 2019 at 6:40 PM

To: Bill Moran <(b) (6) @gmail.com>, Chris Servello (b) (6)

(b) (6) was recently in the UK conducting research for his next book (on (b) (6) for a new age)... thought this was interesting, VR, (b) (6)

=====

I thought you might like this --- found in a document I read while in London last week. I love the phrase:
"The grip of sea power" !!!

.. if it is not applied in one form or another, naval war [& navies] ceases to have any real meaning. ---
lifted straight out of Mahan.

(b) (6)

From a RN staff paper ---

"The mistake made by many people is to view maritime war merely as a kind of gladiatorial contest between two opposing fleets, in which the control of communications, including the prevention of trade, plays but a minor part. Viewed in the right perspective, battles [combat] are merely the culminating points of a series of operations for the prevention of trade and, in some cases, the passage of transports. **The [economic] distress arising from the grip of sea power is, in fact, the antecedent cause of most naval operations; and if it is not applied in one form or another, naval war [& navies] ceases to have any real meaning".**

Bill Moran <(b) (6) @gmail.com>

Tue, May 14, 2019 at 5:24 AM

To: (b) (6)

Cc: Chris Servello (b) (6)

yes indeed - it expands the thought process on sea power! send me more ;)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Fwd: CDR Sal

2 messages

Chris Servello (b) (6)
To: (b) (6) Bill Moran <(b) (6)@gmail.com>

Mon, May 13, 2019 at 8:15 AM

Chris Servello
(b) (6)
(b) (6)

Begin forwarded message:

From: (b) (6)
Date: May 13, 2019 at 7:20:17 AM EDT
To: Chris Servello (b) (6)
Subject: CDR Sal

https://cdrsalamander.blogspot.com/2019/05/three-cheers-for-forward-presence-and.html?fbclid=IwAR1AyRapoRwT-dC0zSSuVBEXY01SzfWQOKwwJXhLPqxNWGQoKX8KpiLK_Qs

(b) (6)

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello (b) (6)
Cc: (b) (6)

Mon, May 13, 2019 at 9:02 AM

Fantastic piece from (b) (6)

Sent from my iPhone
[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

Notes from Today

3 messages

(b) (6)
To: (b) (6) @gmail.com, (b) (6)

Sat, May 11, 2019 at 6:48 PM

Boss, just a few takeaways from today:

(b) (5)

(b) (5)

Thanks, Bill

[Quoted text hidden]

(b) (6)

Sat, May 11, 2019 at 9:23 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: Chris Servello (b) (6)

Sir, makes perfect sense.

Thank you for including me on the team. Hope every member of your family enjoys a terrific MD.

VR

(b) (6)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Fwd: Great Podcast

4 messages

(b) (6)

Sat, May 4, 2019 at 8:35 PM

To: (b) (6)@gmail.com

good convo, just FYSA

Begin forwarded message:

From: (b) (6)

Date: May 4, 2019 at 8:28:15 PM EDT

To: Chris Servello (b) (6)

Subject: Re: Great Podcast

(b) (5)

Isn't that what our new Navalist movement is all about?

On May 4, 2019, at 7:13 PM, Chris Servello (b) (6) wrote:

Listened this morning. (b) (5)

(b) (5)

From: (b) (6)
Sent: Saturday, May 04, 2019 2:33 AM
To: (b) (6)
Subject: Great Podcast

(b) (6)

Just listened to your piece on Proceedings, masterful. Hard to begin to thank you for all you've done for our profession. Made me wonder, do you think the next CNO should be happy with the current Navy strategy? Would love to discuss when convenient.

(b) (6)

Bill Moran <(b) (6)@gmail.com>
To: (b) (6)

Sun, May 5, 2019 at 8:49 AM

do you have a link to the podcast? if so, can you text it to me? thanks

[Quoted text hidden]

(b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Sun, May 5, 2019 at 9:10 AM

Just did!

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>
To: (b) (6)

Sun, May 5, 2019 at 9:33 AM

thanks

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

Fwd: Google Alert - moran navy

2 messages

Chris Servello (b) (6)

Tue, Apr 30, 2019 at 4:54 PM

To: (b) (6) Bill Moran <(b) (6) @gmail.com>

(b) (5)

Chris Servello

(b) (6)

(b) (6)

Begin forwarded message:

From: Google Alerts <googlealerts-noreply@google.com>

Date: April 30, 2019 at 4:17:10 PM EDT

To: (b) (6)

Subject: Google Alert - moran navy

Google Alerts

moran navy

As-it-happens update · April 30, 2019

NEWS

CNO nominee backs Navy plan to scrap USS Truman as White House vows to keep the ship

Stars and Stripes

The Navy's plan to decommission the Truman early has been met with ... Moran said the Navy needed to begin those programs immediately to test ...

Lawmakers Probe Navy, Marine Corps Plans on Climate Change - Defense One

Top admiral nominee: Climate change 'going to be a problem' for Navy - The Hill

Marine Corps predicts 80% of its fighter jets will be combat ready by year's end -

Washington Examiner

[Full Coverage](#)

• •  Flag as irrelevant



Bill Moran <(b) (6)@gmail.com>

VPOTUS on TRUMAN

3 messages

(b) (6) Tue, Apr 30, 2019 at 3:11 PM
To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

<https://southsidedaily.com/local-news/2019/04/30/vp-pence-uss-truman-will-not-be-retired/>

Chris Servello (b) (6) Tue, Apr 30, 2019 at 3:16 PM
To: (b) (6)
Cc: Bill Moran <(b) (6)@gmail.com>

Just left the building Pentagon press running around looking for context.

Chris Servello

(b) (6)

(b) (6)

On Apr 30, 2019, at 3:11 PM, (b) (6) wrote:

<https://southsidedaily.com/local-news/2019/04/30/vp-pence-uss-truman-will-not-be-retired/>

(b) (6) Tue, Apr 30, 2019 at 3:17 PM
To: Chris Servello (b) (6)
Cc: Bill Moran <(b) (6)@gmail.com>

<https://www.youtube.com/watch?v=39p6LbH1P5I>

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

U.S. Naval Institute Blog

1 message

Chris Servello (b) (6)

Sat, Apr 27, 2019 at 12:08 PM

To: (b) (6) Bill Moran <(b) (6) @gmail.com> (b) (6) (b) (6)

As discussed...

<https://blog.usni.org/posts/2019/04/26/the-navys-stress-problem-a-spouses-perspective>

Chris Servello

(b) (6)

(b) (6)



Bill Moran <(b) (6)@gmail.com>

themes

5 messages

(b) (6) (b) (6) Sun, Apr 14, 2019 at 3:29 PM
Reply-To: (b) (6) b) (6)
To: (b) (6) @gmail.com
Cc: (b) (6) (b) (6)

I mentioned I talked with (b) (6) yesterday; then I had a chance to talk with Bull.

one of the things (b) (6) and I talked about was his big theme - "our neighborhood" - it is very personal to him/his outlook, and represents his plan for SOUTHCOM. He introduced it at his hearing, incorporated it into the change of command, and intends to make it the centerpiece of his tenure.

(b) (5)

(b) (5)

Just had a great conversation with (b) (6) about his take on being a JCS member, how he sees it now and how it might evolve. MTF on that. VR

(b) (6)

Sent from my iPad

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>

Sun, Apr 14, 2019 at 9:30 PM

To: (b) (6) (b) (6)

Cc: (b) (6) (b) (6)

(b) (5)

Sent from my iPhone

[Quoted text hidden]

(b) (6)

Sun, Apr 14, 2019 at 10:09 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6) (b) (6) (b) (6)

Sir, as much as it goes against your grain, think folks want to know who you are, too, and how your history, philosophy, experiences shape your worldview... know you'd probably want to pivot fast and make that a quick first step towards "us"... but from time to time, there is a push off point..

... in (b) (6) case, it seems, his personal background of "neighborhood" comes naturally... applied to many levels but original in context because he owns it...

(b) (5)

VR,

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Fwd: Sunday Digest | All of the Week's Infographics

1 message

(b) (6) (b) (6)
Reply-To: (b) (6) (b) (6)
To: (b) (6) (b) (6)@gmail.com

Sun, Apr 14, 2019 at 3:35 PM

Sunday Digest | All of the Week's Infographics----- Original Message -----
From: Visual Capitalist <info@visualcapitalist.com>
To: (b) (6)
Date: April 14, 2019 at 1:01 PM
Subject: Sunday Digest | All of the Week's Infographics

Sunday Digest - Every Infographic From the Past Week

[View this email in your browser](#)

Sunday Digest: Last Week's Infographics

Here are all the infographics from last week in one easy place!

[Visualizing the AI Revolution in One Infographic](#)

The AI revolution is shaping the future of business. Learn about the history of AI, as well as the numbers and projections around its potential impact

[A History of Revolution in U.S. Taxation](#)

U.S. taxation has undergone massive changes over the last 250 years. From the American Revolution to modern reform, we explore its long history.

[Mapping 40 Years of Modern Piracy](#)

Ever since humans first sailed the high seas, piracy has been a dangerous risk. See instances of modern piracy on this detailed map.

Learn More About "Visualizing Change"

Want to learn more about the **Visual Capitalist** book?

We have everything you need to know [here](#).

Learn More About Our Book!

Visual Capitalist produces and curates rich visual content on investing and business.

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This email was sent to (b) (6)
[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)
Visual Capitalist · #100 - 211 Columbia St · Vancouver, BC V6A 2R5 · Canada



Bill Moran <(b) (6)@gmail.com>

Notes from Today

4 messages

(b) (6) CAPT OPNAV, VCNO (b) (6) navy.mil> Sat, Jan 12, 2019 at 11:33 AM
To: Bill Moran <(b) (6)@gmail.com>
Cc: (b) (6) Chris Servello (b) (6) (b) (6)
(b) (6) CIV" (b) (6) navy.mil>

Admiral,

My notes from this AM (after doing a very poor job of managing the easel paper)- open to any/all pile-on. Something to build onto with more structure as we flesh-out way ahead and to compare notes.

(b) (5)

Work meetings/agenda over next few months -- build "intuition" in areas of less experience.

Notional schedules to protect the priorities...don't let schedule overcome.

(b) (5)

Alignment with Fleet Commanders (full day sync-ups). Down to numbered fleets as well.

Some specifics calls -- Mullen, Greenert, Roughead, Clark, (Fargo), Neller, (b) (6) CEOs via (b) (6) Danzig. Think of others.

Very respy,
(b) (6)

(b) (6)
Executive Assistant to the
Vice Chief of Naval Operations
(b) (6)

NIPR: (b) (6) @navy.mil
SIPR: (b) (6) @navy.smil.mil

Bill Moran <(b) (6) @gmail.com>
To: Robert Burke <(b) (6)>
Bcc: (b) (6) <(b) (6) @gmail.com>

Sat, Jan 12, 2019 at 5:55 PM

Bob, my thoughts/notes from this AM. Not at all comprehensive, just a start and to let you see what's on my mind at a very early stage. Something to build onto with more structure as we flesh-out way ahead and to compare notes with each other.

(b) (5)

(b) (5)

Work meetings/agenda over next few months -- build "intuition" in areas of less experience.

Notional schedules to protect the priorities...don't let schedule overcome.

Miscellaneous:

(b) (6)

BOTTOM OF HOURGLASS (Operational):

- Next six months - alignment with Fleet Commanders (full day sync-ups).
Down to numbered fleets as well.
- Some specifics calls -- Mullen, Greenert, Roughead, Clark, (Fargo), Neller,
(b) (6) CEOs via (b) (6) Danzig. Think of others.

Lots more to flesh out - goal is for us (you and me led) to hit the deck running.

Hope you're having a good weekend! Let it snow, let it snow!

Bill

Bill Moran <(b) (6)@gmail.com> Sun, Jan 13, 2019 at 8:11 PM
To: (b) (6) (b) (6) (b) (6)
(b) (6)

(b) (5)

Thank you all for being so supportive and willing to be partners. R, Bill

Sent from my iPhone

Begin forwarded message:

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>
To: (b) (6) (b) (6)@gmail.com>

Sat, Feb 2, 2019 at 8:23 AM

----- Forwarded message -----

From: **Bill Moran** <(b) (6)@gmail.com>

Date: Sat, Jan 12, 2019 at 5:55 PM

Subject: Fwd: Notes from Today

To: Robert Burke (b) (6)

[Quoted text hidden]